

**Bonneville Power Administration  
Fish and Wildlife Program FY99 Proposal**

**Section 1. General administrative information**

**Facilitation Services for the Regional Forum**

**Bonneville project number, if an ongoing project** 9117

**Business name of agency, institution or organization requesting funding**  
National Marine Fisheries Service

**Business acronym (if appropriate)** NMFS

**Proposal contact person or principal investigator:**

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**Subcontractors.**

Organization	Mailing Address	City, ST Zip	Contact Name
Unknown - RFP			

**NPPC Program Measure Number(s) which this project addresses.**

This activity is not specifically referenced in the Fish and Wildlife Program but improved coordination and communication among the region=s fish and wildlife co-managers and other stakeholders is a tenant that runs throughout the Fish and Wildlife Program and is a key AAdaptive Management≡ requirement.

**NMFS Biological Opinion Number(s) which this project addresses.**

RPA 1f - Biological Opinion on Reinitiation of Consultation on 1994-1998 operation of the Federal Columbia River Power System and Juvenile Transportation Program in 1995 and Future Years, March 2, 1995. RPA1f establishes the Technical Management Team as the body to advise the Corps on operations to optimize passage conditions for anadromous fish.

### Other planning document references.

The employment of a Regional Forum structure was contemplated under the 1995 Snake River Recovery Plan and its subsequent 1997 A Final Draft. However, the specific mechanism by which the forum would operate (e.g., the use of facilitation) was not described.

### Subbasin.

Issues and decisions pertain primarily to the Mainstem Columbia and Snake Rivers

### Short description.

Provide professional facilitation services to the committees and teams of the A Regional Forum. These groups include the Executive Committee, Implementation Team, System Configuration Team, Technical Management Team, and the Dissolved Gas Team. The Facilitator(s) will employ meeting management and other professional facilitation techniques to improve current communication and decision-making processes on Mainstem Columbia River hydro operations issues including capital construction needs, priorities, and schedules. The Facilitator(s) will seek resolution of issues by working with the parties between regular meetings and assist participants in exploring alternative solutions to potential impasses.

## Section 2. Key words

Mark	Programmatic Categories	Mark	Activities	Mark	Project Types
X	Anadromous fish		Construction		Watershed
	Resident fish		O & M		Biodiversity/genetics
	Wildlife		Production		Population dynamics
	Oceans/estuaries		Research		Ecosystems
	Climate	X	Monitoring/eval.	X	Flow/survival
	Other		Resource mgmt		Fish disease
		X	Planning/admin.		Supplementation
			Enforcement		Wildlife habitat en-
			Acquisitions		hancement/restoration

### Other keywords.

Regional Forum, Executive Committee, Implementation Team, Water Management Team, System Configuration Team, Dissolved Gas Team, Implementation, Facilitation, and Coordination, Biological Opinion

## Section 3. Relationships to other Bonneville projects

Project #	Project title/description	Nature of relationship
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NONE		

## Section 4. Objectives, tasks and schedules

### *Objectives and tasks*

Obj 1,2,3	Objective	Task a,b,c	Task
1.	Improve communication and functioning of Regional Forum meetings	a.	Professionally facilitate all regular and special meetings of Regional Forum Teams (Executive Committee, Implementation Team, System Configuration Team, Technical Management Team, and the Dissolved Gas Team)
		b.	Facilitate decision-making conference calls as requested
2.	Improve decision making on mainstem hydroelectric issues	a.	Assist members in developing issue papers that accurately and objectively characterize the issue
		b.	Between meetings, explore alternative solutions to issues among participants in Forum committees and teams
3.	Insure meeting notes accurately reflect discussions, decisions, and commitments	a.	Review meeting notes for accuracy and completeness

### *Objective schedules and costs*

Objective #	Start Date mm/yyyy	End Date mm/yyyy	Cost %
1	10/1998	09/1999	60%
2	10/1998	09/1999	35%
3	10/1998	09/1999	5%

### **Schedule constraints.**

No known constraints

### **Completion date.**

The project is ongoing but can be terminated without loss of prior year investment.

## Section 5. Budget

### *FY99 budget by line item*

Item	Note	FY99
Personnel	0.1 FTE	\$5580
Fringe benefits	22% of Salaries	\$1228
Supplies, materials, non-expendable property		
Operations & maintenance		
Capital acquisitions or improvements (e.g. land, buildings, major equip.)		
PIT tags	# of tags:	
Travel	Included in facilitation contract	
Indirect costs		\$3130
Subcontracts	One or more facilitators	\$240,062
Other		
<b>TOTAL</b>		<b>\$250,000</b>

### *Out year costs*

Out year costs	FY2000	FY01	FY02	FY03
Total budget	\$257,500	\$265,225	\$273,182	\$281,377
O&M as % of total	\$0	\$0	\$0	\$0

## Section 6. Abstract

The National Marine Fisheries Service has established a Regional Forum which coordinates and oversees implementation of the 1995 Biological Opinion on Hydro Operations. The committees and teams that comprise the Forum are made up of Federal, State, and Tribal sovereigns, fish and wildlife co-managers and others. These bodies deal with real time issues regarding operation of the Federal Columbia River Power System to protect salmon, consistent with the Biological Opinion. The Forum operates on a Aconsensus≡ basis. Issues not receiving consensus may be elevated to the next level, i.e., the Implementation Team or the Executive Committee. When consensus cannot be achieved, the entity with the authority makes the decision. This project provides for professional facilitation of meetings of committees and teams comprising the Regional Forum. The purpose of facilitation is to improve the process of discussion and decision through the use of more effective meeting management techniques and by fostering greater clarity regarding issues and potential alternative solutions so that they might be more timely resolved.

## **Section 7. Project description**

### **a. Technical and/or scientific background.**

Show how the proposed work is a logical component of an overall conceptual framework or model that integrated knowledge of the problem. The most significant previous work history related to the project, including work of key project personnel on any past or current work similar to the proposal, should be reviewed. All work should be adequately referenced and listed at the end of this field.

To date, the National Marine Fisheries Service (NMFS) has chaired both the Executive Committee and the Implementation Team. The System Configuration Team is jointly chaired by a NMFS representative and a Northwest Power Planning Council (NPPC) representative. The Technical Management Team is chaired by the Corps of Engineers. The Dissolved Gas Team is jointly chaired by a NMFS representative and a NPPC representative. Recently, some members have withdrawn from the Forum as a result of concerns over its decision making processes. In addition, some members have been critical of the inability to maintain focus during meetings and apparent lack of progress and timeliness in resolving issues that have come before the technical teams, the Executive Committee, and the Implementation Team. As a result, NMFS and other parties have agreed to use an independent facilitator for these two committees and the technical teams to better manage available meeting time, keep discussions focused, insure everyone has opportunity to input, and facilitate more timely decisions.

### **b. Proposal objectives.**

An independent facilitator will enhance the impartiality and functioning of the Forum in several ways. First by relieving the Forum Chairs from the dual role of both running the meeting and representing their respective agencies. A key role of the facilitator will be to employ meeting management techniques to keep discussions focused and make the best use of limited time. Second by assuring clear communication among parties and helping members to define and resolve issues. The facilitator will be responsible for insuring that issues are adequately discussed and characterized before they are submitted for decision. This work will involve securing commitments from participants to do work between meetings and working with those participants if appropriate to achieve progress prior to subsequent meetings. Finally, a skilled independent facilitator can help the group identify alternative solutions or compromises that might not otherwise be apparent to those with vested interests. The facilitator will assist the members in reaching agreements on issues related to hydropower operations for juvenile and adult salmon, modifications to the FCRPS necessary to increase salmon survival, and other matters that may come before the committees.

Specifically, the role of the facilitator will be to:

1. Facilitate all meetings and conference calls of the Executive Committee, Implementation Team, and the three technical teams.

2. Assist members or participants in the development and prioritization of agendas for meetings of the Executive Committee, Implementation Team, Technical Management Team, System Configuration Team, and the Dissolved Gas Team, including differentiation of items scheduled for decision, information, discussion, etc.
3. Manage the meeting agenda and allotted times for efficient consideration of matters before the committees. Recognize time sensitive issues and facilitate prioritization of activities to ensure timely decisions.
4. Utilize professional facilitation skills and meeting techniques to keep discussions on the subject, ensure a full and clear exchange of views concerning each item on the agenda, and ensure that all members have sufficient opportunity to be heard.
5. Assist the members or participants in identifying work products needed and obtain commitments from members regarding the preparation of materials (e.g., briefing papers) or analyses that will adequately frame issues for discussion and/or decision by Implementation Team and Executive Committee members.
6. Assist the members in ensuring that briefing papers, decision memoranda, or other documents accurately reflect the issues, and that they contain sufficient information to move the issue forward or document decisions made, including the basis of decisions.
7. Assist members in exploring opportunities for reducing or resolving conflicts.
8. Vigorously pursue consensus whenever possible. When it is apparent that consensus cannot be achieved, accurately characterize the differing views and recommend alternative approaches or actions necessary to bring the issue to closure.
9. As requested, work with individual members or participants between meetings to clarify issues, resolve them, seek potential compromises, or otherwise advance issues for consideration by the full membership.
10. Insure that the AInterim Procedures≡ are followed in the preparation for and conduct of Implementation Team and Executive Committee meetings.
11. Enhance the continuity of work effort between teams by providing an inter-team coordination capability and keeping members informed of potential problems.

#### Facilitator Qualification Requirements

The facilitator should have substantial experience and demonstrated capability in facilitating complex and controversial natural resource issues to successful conclusions, i.e., consensus decisions.

A Bachelor=s Degree or higher in one of the social, physical, chemical, or biological

sciences.

Professional training in communication, meeting facilitation, joint decision making, negotiations, or in applicable related areas.

Demonstrated experience directly appropriate to facilitating discussions and managing meetings among multiple principles with diverse responsibilities, viewpoints, and objectives.

Demonstrated experience with complex and/or controversial public policy issues.

Demonstrated strong communication and interpersonal skills.

**c. Rationale and significance to Regional Programs.**

The Regional Forum, especially the Technical Management Team and the Implementation Team, deal with real time issues related to the operation of the Federal Columbia River Hydrosystem relative to survival and recovery of anadromous fish. Participants include State, Tribal, and Federal Sovereigns (agency and tribal Fish and Wildlife co-managers, hydroelectric facility operators (COE, BPA, BR), the NPPC, and others). The recommendations and decisions made by participants in the various fora have significant economic and salmon survival impacts. Thousands of staff hours are spent analyzing data, preparing materials, and participating in Forum meetings to recommend, discuss, and make decisions on appropriate hydroelectric operations. The Forum currently holds over 100 formal meetings each year. These activities lead to decisions regarding implementation of Columbia and Snake River operations called for in 1995 Biological Opinion and in the NPPC's Fish and Wildlife Program. In addition, the System Configuration Team meets to recommend priorities and schedules for anadromous fish capital construction activities totaling about \$100 million annually. These activities consider projects also set out in one or more regional plans and in the 1995 Biological Opinion.

**d. Project history**

At the time of preparation of this proposal, an RFP was in process to secure a Facilitator for the remainder of FY98. The FY98 contract will be funded from ESA dollars currently being held for NMFS by the Bonneville Power Administration. The amount allocated in FY 98 was \$80,000. The proposal was approved by the Northwest Power Planning Council.

**e. Methods.**

This activity is not a scientific endeavor. Instead this contract would provide professional facilitation skills to those fora currently dealing with real time scientific issues related to the operation of the Federal Columbia River Hydroelectric System. The methods to be employed will be based on the recommendations of the facilitator selected, as agreed to

by Regional Forum Participants. The facilitator will receive scheduling and other coordination guidance from the Implementation Team acting through the Chair. The facilitator will also work closely with the Implementation Team coordinator.

**f. Facilities and equipment.**

The primary physical requirements associated with this activity are meeting rooms and teleconference facilities. Meetings are normally held at the Portland Offices of the National Marine Fisheries Service, The Northwest Power Planning Council, the Corps of Engineers, and the Columbia Basin Fish and Wildlife Authority. These entities provide meeting space and support (phone, copying, fax etc) without cost to other participants of the Regional Forum.

**g. References.**

Letter from Brian Brown to Robert Lohn dated October 14, 1997

## **Section 8. Relationships to other projects**

Because the Regional Forum addresses primarily hydroelectric operations issues, the successful functioning of the forum as a coordination and decision body effects numerous projects related to both the Columbia Basin Fish and Wildlife Program and the 1995 Biological Opinion. Examples include dissolved gas studies and abatement measures (Dissolved Gas Team), smolt monitoring activities, facilities improvement research, transportation and survival studies, and capital construction projects (System Configuration Team).

## **Section 9. Key personnel**

The National Marine Fisheries Service intends to subcontract for these facilitation services. Key personnel from NMFS include Brian Brown, Director of the Hydro Division who will serve as the Contracting Officer's Technical Representative, and John Palensky, Implementation Team Coordinator. Mr. Brown has been with the National Marine Fisheries Service since 1982 where he has served as Chief of the Hydro Branch, Deputy Chief and Acting Chief of the Environmental and Technical Services Division. As a result of a 1996 reorganization, the Hydro Branch was elevated to Division standing and he is currently Chief of the Hydro Division. One of the primary responsibilities of the Hydro Division is implementation of the 1995 Biological Opinion on Hydro Operations. The performance of the contractor will be evaluated and overseen by the Implementation Team participants, acting through the Chair, Mr. Brown.

## **Section 10. Information/technology transfer**

All materials generated or considered by the various teams of the Regional Forum are routinely faxed or mailed to all participants. These include agendas and minutes of all



meetings of Regional Forum committees and teams, decision memos, issue papers, technical materials and analyses, handouts, and correspondence. These materials are also provided to anyone requesting them or to anyone that asks to be put on the mailing list. Minutes of meetings and other materials are also posted on the Internet on the Environment Fish and Wildlife Home Page of BPA, the Corps= ATMT Home Page,≡ and the Fish Passage Center Home Page. The official files are maintained at National Marine Fisheries Service office in Portland, Oregon.